COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

NOTICE: This publication is available digitally on the HQ AFRC WWW site at: http://www.afrc.af.mil and the AFCEPL (CD-ROM), published monthly.

This instruction implements AFPD 10-2, *Readiness*. It articulates guidance for operation and support of all Air Force Reserve command and control facilities.

This instruction addresses information protected by the Privacy Act of 1974. The authority to collect and maintain this information is 10 United States Code, Section 8013. The information that is subject to the provisions of AFI 37-132, *Air Force Privacy Act Program*, and required by this instruction is included in paragraphs 3.5.1 and 5.4. This instruction addresses information protected by the Privacy Act of 1974. Title 10 United States Code (U.S.C.) 8013 and 44 U.S.C. 3101 authorizes the collection and maintenance of records prescribed herein. System of Records FO 33 AF CIC D and FO 36 AF PC Q apply. Consult AFI 37-132, *Air Force Privacy Act Program*, for further guidance.

SUMMARY OF REVISIONS

This revision incorporates the procedures formerly in AFRESI 10-203. It updates the instruction throughout to include references, publications requirements, and responsibilities.

Chapter 1

INTRODUCTION, CONCEPTS, AND TERMS EXPLAINED

1.1. General. This instruction outlines the organization, manning, equipment, and physical facilities necessary to operate an Air Force Reserve Command (AFRC) command and control facility (command post). It also defines areas of responsibility and controller requirements and functions. Commanders at all levels monitor and ensure positive control of assigned forces and compliance with the procedures outlined in this instruction.

1.2. Applicability. This instruction applies to HQ AFRC and all numbered air forces (NAF) and wings assigned to AFRC which maintain command and control facilities. Detached groups, squadrons, and associate units not operating a command and control facility use this instruction as a guide to ensure effective command and control of assigned forces. As a minimum, detached groups, squadrons, and associate units submit contact information letters and develop procedures for operational reporting and emergency or contingency actions.

   1.2.1. Upon mobilization, adhere to the requirements of the gaining major command (MAJCOM) as specified in applicable 10-series instructions.

   1.2.2. Direct questions or comments about any conflicts which exist between this instruction and those of the gaining MAJCOMs to the Command and Control Policy Division, Readiness and Programs Branch (HQ AFRC/DOCR), 155 2nd Street, Robins AFB GA 31098-1635. Until resolution, follow the provisions of this instruction.

1.3. Organization. Organize command posts (CP) and maintenance coordination functions (MCF) according to current Air Force, AFRC, and gaining command 10-series guidance. The wing commander has operational and administrative control of the unit command post; at the NAF level, the operations officer (DO) has such control.

1.4. Commander Responsibilities:

   1.4.1. Equip, maintain, and operate the command post.

   1.4.2. Ensure the command post is manned to support the unit mission.

   1.4.3. Ensure the command post receives full support from other unit and base agencies.

   1.4.4. Assign only personnel with the highest degree of reliability and stability to command post duties.

   1.4.5. Ensure that command post personnel do not perform additional duties (other than within the scope of command and control).

   1.4.6. Exercise the crisis action team/battle staff (CAT/BS) according to gaining MAJCOM requirements (i.e. readiness changes, DEFCON changes, and threat conditions). In cases where no such requirements exist, exercise the CAT/BS at least annually.

1.5. HQ AFRC Command and Control Policy Division (HQ AFRC/DOC) Responsibilities:

   1.5.1. Provides policy guidance and command and control mission objectives to subordinate units.

1.5.2. Is HQ Functional Manager for the command post and is responsible for unit type code (UTC) equipment, personnel issues, and air expedition force (AEF) process/taskings.

1.5.3. Reviews and evaluates gaining major command publications to determine applicability to USAFR command posts. Units send requests for changes to HQ AFRC/ DOCR through their appropriate NAF.

1.5.4. Participates in command and control conferences, seminars, and workshops of the gaining commands.

1.5.5. Develops command post evaluation checklists and process guides for use by unit command post during self-inspections and for use by the NAFs during staff assistance visits.

1.6. NAF Responsibilities:

1.6.1. Ensure compliance and supplement this instruction as required.

1.6.2. Senior Air Reserve Technicians (ART) determine scope and depth of training program used by their C2 personnel.

1.6.3. Have a thorough knowledge of GMAJCOM instructions and procedures affecting subordinate unit command posts.

1.7. Unit Command Post Responsibilities:

1.7.1. Have a thorough knowledge of the gaining command emergency action (EA) procedures (1C3X1 only), unit recall plans, and unit mission and commitments.

1.7.2. Monitor flying operations, and in a timely manner update flight following media according to AFRCI 11-201, *Flight Operations*.

1.7.3. Coordinate flying mission requests and requirements.

1.7.4. Report to HQ AFRC/DOCC, all unscheduled runway closures for AFRC bases.

1.7.5. Monitor all alerting communications systems, as applicable.

1.7.6. Collect information for and submit properly formatted reports of emergencies and serious events according to AFMAN 10-206, *Operational Reporting*, as supplemented, and other reporting instructions.

1.7.7. Provide disaster response required by AFI 32-4001*, Disaster Preparedness Planning and Operations*, and local disaster plans.

1.7.8. Manage, train, and report status of readiness training system (SORTS) (ART 1C3X1 and designated alternate).

1.7.9. Monitor the status and location of distinguished visitors and forward information to HQ AFRC/ DOCC.

1.7.10. Report the arrival, departure, and a contact number for all higher headquarters team visits to HQ AFRC/DOCC.

1.7.11. Monitor key personnel location.

1.8. References and Terms. See attachment 1 for a glossary of references and terms.

1.9. Changes or Waivers to This Instruction:

1.9.1. Submit all recommended improvements, additions, and changes to the NAF. NAFs review and forward appropriate requests and recommendations to HQ AFRC/DOCR for approval.

1.9.2. Submit requests for waivers to this instruction in writing to the appropriate NAF. Include a detailed explanation and the desired duration of the waiver. NAFs review and forward to HQ AFRC/DOCR for approval. HQ AFRC/DOCR assigns waiver numbers and duration effective periods.

Chapter 2

COMMAND POST FACILITIES AND EQUIPMENT

2.1. Purpose . This chapter outlines the physical arrangement of a NAF/unit command post and its associated equipment. It also provides guidance for the design and layout of new command posts.

2.1.1. Although the intent of this chapter is to standardize command posts throughout AFRC as much as possible, it does not constitute blanket authority for modification of existing facilities. Facilities which do not meet the exact requirements of this chapter, but which fulfill the needs of the unit mission and which the commander deems satisfactory, are considered adequate.

2.1.2. When existing facilities and, or equipment preclude effective training, submit upgrade requests through appropriate base channels (for example, civil engineering, communications).

2.2. Physical Arrangements:

2.2.1. The physical arrangement of each command post is limited by and depends upon the design of the building structure. Provide adequate space for:

2.2.1.1. Console area.

2.2.1.2. Crisis Action Team (CAT)/Battle Staff (BS)/Contingency Support Staff (CSS) area.

2.2.1.3. Maintenance Coordination Function (MCF).

2.2.1.4. Secure training area.

2.2.1.5. Administrative Area. Highly encourage a specific area be available within the command post facility for use by the officer in charge (OIC), air reserve technician/non- commissioned officer in charge (ART/NCOIC), and administrative support personnel.

2.2.2. The facility and emergency power supply system must be secure with all physical restraints in place as required by AFI 31-101, volume I, *The Air Force Physical Security Program*, as supplemented. Accomplish a security review anytime structural modifications are completed.

2.2.3. The controller console area is the command post nucleus and contains the facilities and communications equipment to conduct emergency actions, operational reporting, and routine air/ground command and control functions. (If a separate area is used to process emergency actions, ensure all security requirements are met.)   Design considerations include:

2.2.3.1. Physical separation from remainder of the complex.

2.2.3.2. Adequate ventilation, heating and air conditioning.

2.2.3.3. Maximum controller visibility/access to displays used for command post operations.

2.2.3.4. EMSEC requirements. Comply with emission security requirements according to AFSSI 7010, *The Emission Security Assessment*.

2.2.3.5. Wall and ceiling soundproofing materials as a means of noise reduction.

2.2.3.6. If the CAT/BS area is within the facility, it is physically separated from the console area.

2.2.3.7. Only one main entrance/exit should exist. All other perimeter doors must be designated as emergency exits only and remain locked at all times. Doors must meet structural and marking

requirements of AFI 31-101. The door to the CAT/BS area must be capable of being locked from within the CP. Electronic locks must fail in the locked position. Entry control design and procedures are according to requirements outlined in AFI 31-101, volume I.

2.2.3.8. Exterior windows are discouraged; however, where they exist, they must comply with the provisions of AFI 31-101, volume I, as supplemented. Provide coverings for all windows.

2.2.3.9. A separate area may be designated for emergency action message (EAM) processing and other classified work so as not to interfere with console operations.

2.2.4. Non-collocated AMC-gained tanker units only:

2.2.4.1. Provide a minimum of 200 square feet in a separate enclosed area to ensure limited access.

2.2.4.2. Provide a separate communications equipment room consisting of an additional 200 square feet. When possible, the on-duty controller controls access to the room.

2.2.4.3. Ensure adequate air conditioning, heating, and ventilation to eliminate any requirement for windows.

2.2.4.4. Provide adequate latrine facilities in the unit command post.

2.3. Communications Equipment. Provide the communications equipment outlined below in the CP to facilitate command and control operations. All telephone handsets in the CP and BS/CAT/CSS area have the push-to-talk feature to prevent inadvertent compromise of classified or sensitive information.

2.3.1. Class A Telephones. A minimum of three Class A administrative lines is desired for each facility. Local intercom or hotlines to weather, crew scheduling, base ops, fire department, security forces central security control, tower, maintenance, and commander are desired. (Requirements may be satisfied through direct telephone lines or normal base telephone service if the CP is removed from the immediate area of weather, crew scheduling, etc.)

2.3.2. Defense Switched Network (DSN) Access. Each CP has access to a Defense Switching Network (DSN) circuit that must be cleared for immediate precedence traffic. If a direct circuit cannot be provided due to a lack of funds or circuits, the base switchboard provides the CP with immediate access to a DSN line.

2.3.3. AUTODIN/Defense Messaging System (DMS) Access. Each CP must have the means of receiving and transmitting high priority classified and unclassified messages. Those units without transmit and receive capability develop provisions for rapid pickup and delivery from the communications center by other than command post personnel.

2.3.4. Ultra High Frequency (UHF) Receivers. Each CP is authorized one multichannel UHF transceiver or suitable substitute of one single channel transmitter and one single channel receiver. Up to two additional operating locations may be installed using remote control units. A second transceiver is required for units where local radio maintenance is not available within one hour.

2.3.5. Intrabase Radios and Beepers/Pagers. CP intrabase radios and beeper/pager equipment are authorized in TA 660.

2.3.6. Weather. The CP maintains the capability to monitor current and forecast weather data in support of flying operations. When the CP is physically separated from the supporting weather facility, a

teleautowriter, closed circuit TV, remote weather computer, or local weather dissemination system is required.

2.3.7. Primary/Secondary Crash Phone System. Include the CP in a primary/secondary crash phone system for emergency notifications.

2.4. Additional Required Equipment and Specifications:

2.4.1. Clocks. Three 24-hour clocks to show local, Zulu, and alerting or execution reference times must be located to be readily observed. At least one clock is battery operated or hand wound.

2.4.2. Emergency Power. The emergency power supply system must be able to maintain a minimum of electrical output equal to the power required for operation of all CP equipment.

2.4.2.1. Checklists for emergency power should indicate that appropriate civil engineering personnel are notified when required.

2.4.2.2. The physical security requirements for emergency power systems are according to AFI 31-101, volume I, as supplemented.

2.4.3. Emergency Lights. Install self-starting, battery powered light units in the CP/CAT/BS areas. Test these lights weekly and record results in the events log separately or as part of a completed checklist. Augment this system with an adequate number of flashlights (minimum of two) plus spare batteries and bulbs for each flashlight.

2.4.4. Safe. This must be an approved security container for classified material according to DOD 5200.1-R, *Information Security Program*, and AFI 31-401, *Information Security Program Management*, as supplemented. If a safe is used to store communications security (COMSEC) material, it must meet COMSEC requirements outlined in AFI 33-211, *Communications Security (COMSEC) User Requirements*.

2.4.5. Small Computer. Command Posts have a minimum of one classified computer with back up capability and four unclassified computers with LAN access.

2.4.6. STU III/Secure Facsimile Transceiver (Secure Fax). This FAX is not for general use, but limited to the CP and CAT/BS.

2.4.7. Voice Recorder. Command posts have the capability to record radio and telephone transmissions. The primary purpose is to capture significant events such as bomb threats and aircraft emergencies. Routine transmissions and conversations need not be recorded.

2.4.8. Tape Recorders. Cassette tape recorders and tape cassettes in sufficient quantity to prepare and conduct controller and crew training. These tape recorders are not authorized to record telephone conversations.

2.5. Optional Equipment:

2.5.1. Cellular Phone. Cellular phones are directed according to gaining MAJCOM directives.

2.5.2. Internal Public Address (PA) System. A PA system is desirable for CAT/BS alerting and coordination.

2.5.3. Base/Wing PA System.

2.5.4. Cable/Satellite Television. A television set with cable access or satellite capability to support the command staff.

2.5.5. Closed Circuit Television. Used to aid positive identification during entry control procedures.

2.5.6. Closed Circuit Flight Line Surveillance System. Closed circuit TV system (CCTV) used for ramp and alert facility monitoring, to monitor in-flight emergencies (IFE) and generation.

2.5.7. Refrigerator. Used to store food and beverages for the on-duty controllers.

2.5.8. Microwave Oven. Used to provide hot meals for the on-duty controllers.

2.5.9. Video Camera/VCR. Used to record formal training sessions.

2.5.10. Multimedia Projection Equipment. Used in conjunction with a computer and serves as a visual aid training tool.

2.5.11. Other Communications Equipment. Equipment such as high frequency (HF), VHF and UHF radios, as required for unit operations or training.

2.6. Alternate Command Post. This term identifies an emergency C2 operating location. An alternate CP is identified and assigned to ensure C2 functions can be continued if the primary CP ceases operation or evacuation is required during emergency situations. Therefore, do not locate the alternate CP site in the immediate vicinity of the primary CP. Identify the alternate site in writing (i.e., Base Oplan, LOA, QRC, etc.).

2.6.1. The alternate CP site provides access to the base telephone system. Access to UHF/VHF/HF radio enhances command and control capability and is required. Access may be by telephone/portable radio, etc. A means of receiving and transmitting AUTODIN/DMS message traffic is also required. If possible, ensure the designated facility is large enough to accommodate an emergency battle staff or crisis action team.

2.6.2. Checklists and equipment that need to be relocated to the alternate is reflected within the relocation checklist.

2.6.3. The requirement for an alternate CP does not solely justify renovating a facility or purchasing additional communications equipment.

Chapter 3

MANNING AND PERSONNEL QUALIFICATIONS

3.1. General. Command post manning is determined by current directives governing organization and manpower for applicable levels of command. Manning during non-active duty periods is based upon Part A of the unit manpower document (UMD) and during military periods upon Part B of the UMD.

3.2. Controller Qualifications:

3.2.1. Select only the highest caliber airmen for controller duty, as controllers function in an executive capacity for the commander.

3.2.2. The CP superintendent interviews personnel prior to selection for CP duty to ensure required maturity, experience, and reliability. Personnel selected must be capable of reacting quickly and correctly to emergency situations, performing unsupervised duties, and communicating complex instructions in clear and concise terms to other agencies and senior officers.

3.2.3. 1C3X1 personnel assigned to command post duties, must possess a Top Secret security clearance. All other personnel performing duties in the command post (i.e. MCF, Information Management) must possess, as a minimum, a Secret clearance. NOTE: Controllers assigned to AMC-gained SIOP-committed units must comply with AMC security clearance eligibility requirements.

3.2.4. The NCOIC is certified in all applicable areas and must have at least 6 months experience in the position certified.

3.2.5. The OIC is certified in all applicable areas and should have at least 6 months experience in CP operations.

3.3. ART Responsibility. The ART 1C3X1 is responsible for the NAF or unit command post during normal daily operation, including coordination with the host base for any support required. The commander (DO for NAF) ensures that outside functions provide necessary support.

3.4. Augmentees. The unit commander designates a minimum of two full-time personnel assigned to the unit as CP augmentees (this is optional for units which have two full-time ART 1C3X1 personnel assigned). Train and certify the augmentees in daily CP operations, including AFRC readiness action messages (RAM) and notification procedures. Use these augmentees to assist or replace the ART 1C3X1 whenever necessary.

3.5. Manning Reports. To assist HQ AFRC in effectively managing AFRC command and control resources, each unit submits manning reports monthly, not later than the 10th of the current month. Update immediately if changes occur prior to the monthly update. Reports are updated by accessing the HQ AFRC/DOCR web site and completing the manning report form. The following data is required.

3.5.1. Part I. Unit data.

3.5.1.1. Unit Name. Include unit short title designator.

3.5.1.2. Location. Include base name and state.

3.5.1.3. NAF.

3.5.1.4. Gaining CMD. Include the commands to which your unit is committed.

3.5.1.5. ART1. Include the rank and full name of the senior ART.

3.5.1.6. ART2. Include the rank and full name of the ART who is responsible in the absence of the senior ART.

3.5.1.7. OIC. Include the rank and full name of the OIC of the command post.

3.5.1.8. MCF ART 1. Include the rank and full name of the ART POC in the MCF.

3.5.1.9. Training NCO. Include the rank and full name of the training NCO.

3.5.1.10. TNCO Status. Indicate whether the training NCO is an ART or a reservist.

3.5.1.11. Training NCO II. Include the rank and full name of the assistant training NCO, if the unit has one.

3.5.1.12. TNCO II Status. Indicate whether the assistant training NCO is an ART or a reservist.

3.5.1.13. Phone. Include the primary DSN phone number for the command post.

3.5.1.14. MDS. Include the mission design series of all aircraft types assigned to the unit.

3.5.1.15. Os Auth. Indicate the number of officers authorized.

3.5.1.16. Os Asgn. Indicate the number of officers assigned.

3.5.1.17. Os Cert. Indicate the number of officers certified.

3.5.1.18. Es Auth. Indicate the number of enlisted 1C3X1 personnel authorized.

3.5.1.19. Es Asgn. Indicate the number of enlisted 1C3X1 personnel assigned.

3.5.1.20. Es Cert. Indicate the number of enlisted 1C3X1 personnel certified.

3.5.1.21. 2As Auth. Indicate the number of MCF controllers authorized.

3.5.1.22. 2As Asgn. Indicate the number of MCF controllers assigned.

3.5.2. Part II. Current Manning Data. Include the following data for each individual assigned to the command post. For unfilled authorizations, include the authorized rank, AFSC and civilian grade, leaving the remaining data elements blank.

3.5.2.1. Auth Rank. Include the rank authorized for each slot.

3.5.2.2. Auth AFSC. Include the AFSC authorized for each slot.

3.5.2.3. Asgn Rank. Include the rank of the individual filling each authorization.

3.5.2.4. Asgn AFSC. Include the AFSC of the individual filling each authorization.

3.5.2.5. Civilian Grade. If Part A is associated with the authorization, include the civilian grade.

3.5.2.6. Last Name. Include the last name of the individual filling each authorization.

3.5.2.7. First Name. Include the first name of the individual filling each authorization.

3.5.2.8. M/I. Include the middle initial of the individual filling each authorization.

3.5.2.9. ART. If the individual filling the authorization is an ART, fill in the check box.

3.5.2.10. Senior ART. If the individual filling the authorization is the senior 1C3X1 ART, fill in the check box.

3.5.2.11. Duty Position. Select the appropriate duty position from the drop down menu for each individual in a management or training capacity.

3.5.2.12. Date Asgn. Include the date the individual was originally assigned to the command post.

3.5.2.13. Est Cert Date. For individuals in certification training, include the date the individual is estimated to be certified in the current area of training. For individuals certified in all areas, leave this data element blank.

3.5.2.14. Est Cert Type. For individuals in certification training, select from the drop down menu the area for which the individual will be certified on the date indicated in the Est Cert Date data element.

3.5.2.15. EA Cert Date. Include the date the individual was certified in emergency actions.

3.5.2.16. F/F Cert Date. Include the date the individual was certified in flight following.

3.5.2.17. Rpts Cert Date. Include the date the individual was certified in operational reports.

3.5.2.18. SIOP Cert Date. For SIOP units, include the date the individual was certified in SIOP Emergency Actions.

3.5.2.19. Duty Function. Select from the drop down menu the duty function to which the individual is assigned.

3.5.2.20. Upgrade Training. If the individual is currently in skill level upgrade training, fill in the check box.

3.5.2.21. Date Entered Upgrade Training. If the individual is currently in skill level upgrade training, include the date the individual was entered into upgrade training.

3.5.2.22. Remarks. Include any specific remarks related to the individual. *EXAMPLE:* Est Cert Date extended due to auto accident resulting in five missed UTAs. AFRC waiver number: XXXXX.

3.5.3. Narrative data.

3.5.3.1. Promotees. Include the names of individuals selected for promotion, the rank/grade to which promoted, and the date the promotion becomes effective.

3.5.3.2. Projected Gains. Include the names, ranks, and AFSCs of all projected gains.

3.5.3.3. Projected Losses. Include the names, ranks, and AFSCs of all projected losses. Indicate the reason for each loss. Include decertification, retirement, separation, loss of security clearance eligibility or access, advancement opportunities, etc.

3.5.3.4. Remarks. Include remarks on personnel and/or training issues, or projected problems. Indicate actions taken to date and planned actions.

3.6. Manning Augmentation to Active Duty Force. At times, the gaining MAJCOMs need Reserve personnel to augment various operations, such as to assist in exercises or Inspector General (IG) visits. If contacted directly by an active duty MAJCOM/NAF requesting augmentation, have the requester contact

HQ AFRC/DOC for approval. In addition, pass any available information on the requested augmentation to HQ AFRC/DOC. This helps ensure proper use and training of AFRC command and control assets.

3.7. Additional Duties. Controllers assigned to the CP are prohibited from performing any additional duties (other than within the scope of command and control).

Chapter 4

CONTROLLER TRAINING, CERTIFICATION, AND TESTING

4.1. General. Units train and certify command post controllers according to AFI 10-207, *Command Posts*, the Career Field Education and Training Plan (CFETP), applicable gaining command instructions, and this instruction before allowing controllers to perform unsupervised duties. Instructional System Development (ISD) or a training system that meets or exceeds ISD standards must be used in development and administration of all command post training.

4.2. Responsibilities . The chief of the command post and the senior ART 1C3X1 are responsible for:

4.2.1. Development and implementation of controller training.

4.2.2. Development and implementation of aircrew training at SIOP-committed units.

4.3. Training Documentation. Maintain certification and recurring training documentation in a single binder. Divide the binder into five primary sections. Additional sections may be added based on unit requirements.   Unlike active duty units, reservists often spend their entire career at one unit. To avoid maintaining exorbitant amounts of documentation, recurring training documentation is retained for the periods prescribed in the following paragraphs.

4.3.1. Part I. Include a separate certification record for each controller assigned. Maintain this documentation until the individual is no longer assigned to the command post. A sample certification form is provided at attachment 7. Any locally developed form that includes all of the information in attachment 7 is acceptable.

4.3.2. Part II. Include records of formal training. Retain these records for a period of 12 months. The record of formal training includes sufficient narrative to summarize the events of the meeting, a breakdown of the time spent in the meeting, and a space for absent controllers to indicate completion of the training after review of the audio or video tape. A sample record of formal training is provided at attachment 8. Any locally developed form that meets these requirements is acceptable.

4.3.3. Part III. Include copies of self study letters. Retain these records for a period of 12 months. A sample self study letter is provided at attachment 9. Any locally developed form that meets the requirements outlined in paragraph 4.4.3.3 is acceptable.

4.3.4. Part IV. Include records of controller testing. Include all scores for general knowledge, emergency actions, higher headquarters, situational/performance exams, and other testing for each month. Retain these records for a period of 12 months. A sample record of controller testing is provided at attachment 10. Any locally developed form that meets these requirements is acceptable.

4.3.5. Part V. Maintain annual training plan (ATP) for the current year and most recent 3 years to show a historical record of recurring training.

4.4. Categories of Training. Controller training falls into three categories: initial, refresher, and recurring.

4.4.1. Initial Training. Initial training is administered to all personnel without prior command post experience and is designed to teach those skills and tasks identified in gaining MAJCOM guidance, the unit developed task list (TL), controller training outline (CTO) and the CFETP. Units develop a

unit initial training plan. This training begins when the individual is available for duty and has the proper security clearance eligibility for the material being trained.

4.4.1.1. Task Lists. Units use gaining MAJCOM Master Task Lists (MTL) or Job Proficiency Requirements Lists (JPRL) where gaining MAJCOMs have made them available. Units tailor gaining MAJCOM products to their unit's mission by deleting tasks that do not apply and adding AFRC and local procedures. The task list including AFRC and local training requirements fulfills Air Force requirement for 100 percent task identification. This automated product can be used in place of the AF Form 797. Units gained by MAJCOMs not providing standardized training products develop a task list incorporating Air Force, gaining MAJCOM, AFRC, and unit training requirements.

4.4.1.2. Objective Statements. Units provide an objective statement for each task, clearly describing the desired performance. The objective statement should be incorporated into the task list. As a minimum, objective statements contain a performance or behavior. Units are encouraged to establish standards and conditions as part of the objective statement.

4.4.1.2.1. Performance/Behavior. This is a statement clearly describing what the trainee is expected to do after training has been accomplished. (***EXAMPLE:*** Prepare and transmit OPREP-3 Beeline record copy report.)

4.4.1.2.2. Standard. This describes how well the performance/behavior is accomplished. (***EXAMPLE:*** Within 1 hour of voice report according to AFMAN 10-206, with no more than one formatting error.)

4.4.1.2.3. Condition. This describes the conditions under which the performance/behavior is accomplished. (***EXAMPLE:*** Given AFMAN 10-206 and OPREP-3 reporting guide.)

4.4.1.3. Controller Training Outlines (CTO). CTOs are developed based on the task list and are used to conduct and document initial and refresher training. A master CTO must be maintained on file. Individual trainee CTOs must be maintained on each controller until certification in all areas is complete. Develop a CTO incorporating Air Force, AFRC, and gaining command procedures. Use the CTO to document training given to controllers and augmentees. Mark the individual training outline either "Controller" or "Augmentee" and annotate specific training requirements.

4.4.1.4. Orientation Visits. All newly assigned controllers should be scheduled for orientation visits with base lateral agencies, prior to certification in monitoring flying operations (e.g., wing scheduling, base operations, security forces, etc.) During these visits, emphasis should be placed on the relationship of these agencies to the command post and their role in the wing mission.

4.4.1.4.1. To enhance the controller training program, consider scheduling a visit to the gaining command advisory unit command post or the HQ AFRC Command Center during the controller's annual tour.

4.4.1.4.2. Orientation Flights. If feasible, schedule controllers for an orientation flight. The controller should accompany the crew from mission planning through debrief.

4.4.1.5. Briefings and Reading Assignments. Trainees should be given reading assignments and briefings to establish basic knowledge in command post operations, OPSEC, security, etc. Trainers should not rely solely on reading assignments, but should use briefings, illustrations, and examples to reinforce these basic concepts and to bring the trainee to a comprehension or application level of learning, as appropriate.

4.4.1.6. Demonstration and Performance. When training performance-based tasks, the trainer should demonstrate the task one or more times, as necessary. Trainees must be given ample time to practice prior to evaluation.

4.4.1.7. Trainee Testing and Evaluation. Trainees are required to take written tests and scenario evaluations while in initial training to allow the trainee exposure to the demands placed on certified controllers. No minimum score is established. Tests and evaluations must be critiqued to 100 percent and scores documented in the four-part training binder.

4.4.2. Refresher Training. Refresher training is a condensed version of initial training designed to train newly assigned controllers with recent or continuing command and control experience or to update controllers on procedures when returning from extended absences. The exact content of training is based on the individual needs of the trainee. The training manager should assess the individual's knowledge and performance and determine the training necessary.

4.4.2.1. Controllers absent from duty for two consecutive UTAs or 60 calendar days are decertified and entered into refresher training.

4.4.2.2. Identify the tasks in the task list requiring training and use the CTO to conduct and document refresher training.

4.4.3. Recurring Training. Recurring training is designed to ensure controllers remain proficient in all areas pertinent to their assigned duties and maintain expertise in command post tasks. This training includes self study, examination, and formal training. Conduct this training according to gaining command guidance and this instruction.

4.4.3.1. Annual Training Projection. Develop an annual training projection (ATP) based on gaining MAJCOM and locally developed task lists.

4.4.3.2. Frequency of Training. Frequency of training is determined by governing directives and gaining MAJCOM requirements. As a minimum, all areas of the initial training program are trained at least annually.

4.4.3.2.1. Readiness Action Message procedures are trained semi-annually.

4.4.3.2.2. Command post management may increase the frequency of training for specific tasks based on their evaluation of controller proficiency and task level of difficulty.

4.4.3.2.3. Self-study, written and scenario evaluation, and formal training should be derived from the ATP. If circumstances prohibit training of a projected topic, a Memo for Record should be retained on file indicating the reason the training was not accomplished as planned and the date the training will be accomplished.

4.4.3.2.4. The training manager reviews the ATP annually for currency and validity. Document the review and maintain documentation with the ATP.

4.4.3.3. Formal Training. Conduct a minimum of 3 hours formal training per quarter. Record the meeting on audio or videotape for absent controllers to review. Maintain tapes until the next meeting is conducted or until all absent controllers have reviewed. Absent controllers annotate completion of formal training in space provided in the record of formal training.

4.4.3.4. Self-Study. Each month, the OIC or senior ART publishes a self-study letter, based on the ATP, listing Air Force, AFRC, gaining MAJCOM, NAF, and local publications, OPORDs,

OPLANs, OIs, QRCs, and any other material which support the month's training projections. A sample is provided at attachment 9.

4.4.3.4.1. Each reading assignment should indicate specific chapters, paragraphs, or annexes requiring study. Do not assign entire documents for study. Controllers should know the focus of the reading assignment and be able to accomplish the reading in a reasonable time. Assign new and revised publications as soon as possible to ensure controllers are aware of new procedures.

4.4.3.4.2. The monthly self study letter may be used to announce the formal training meeting and to assign topics for presentation by individual controllers.

4.4.3.5. Situational Training and Proficiency Examinations. Situational training and proficiency exams include emergency actions and reporting procedures, quick reaction checklist (QRC) familiarity and discipline, communications equipment use, and other ongoing requirements such as COMSEC emergency plans and command post relocation. If mobility requirements dictate, include chemical warfare procedures. Situational training scenarios parallel the unit mission. Situational training should reinforce self-study and be based on the ATP.

4.4.3.5.1. Units accomplish situational training and proficiency exams according to gaining MAJCOM guidance, but ensure emergency actions procedures are exercised at least semiannually. ACC-gained units conduct proficiency exams at least semiannually. These exams consist of a minimum of two situations.

4.4.3.5.2. Gaining MAJCOM conducted command post exercises (CPX) can be used to accomplish situational training if controller performance is evaluated by qualified training personnel. Each controller is required to complete a number of situations based on gaining MAJCOM requirements. Complete feedback is provided to each trainee upon completion.

4.4.3.5.3. Critique the exams and maintain the critiques for at least 1 year.

4.4.3.6. Alternate Command Post. Activate the alternate CP semiannually, during a UTA, to ensure CP operations can be adequately supported. Document activation in the events log and the record of controller formal training. All controllers must demonstrate the ability to effectively operate from the alternate location before certification.

4.5. Testing. Units follow gaining MAJCOM instructions for testing and evaluations. Include a minimum of five questions, derived from AFRC and unit instructions, each month in the general knowledge test. Minimum score for all controller testing is 90 percent. Critique all tests to 100 percent. If a controller fails to achieve a score of 90 percent on any examination, retrain and retest. Record scores for the initial test as well as the retest.

4.6. Ancillary Training Management. To avoid conflicts with command post recurring training requirements, base agencies must coordinate with the 1C3X1 senior ART or designated training manager one UTA in advance of scheduling command post personnel.

4.7. Classification of Controllers:

4.7.1. Trainee. Any assigned controller who is not certified and therefore not authorized to perform unsupervised controller duties.

4.7.2. Certified Controller. An individual who has:

4.7.2.1. Successfully completed all portions of the qualification training identified by the command post training outline.

4.7.2.2. Passed the evaluation given by the chief of the command post or the 1C3X1 senior ART after completing initial training and been recommended to perform controller duties without direct supervision.

4.7.2.3. Successfully completed an interview with the certifying official and been designated to perform unsupervised controller duties.

4.8. Command Post Controller Training:

4.8.1. Only certified controllers who have attended the "Train the Trainers" course may administer controller training. However, base personnel may provide briefings as a part of orientation training or during recurring training sessions.

4.8.2. Start training when a controller is assigned to the command post. Do not delay initial training while waiting for a technical school slot. Do not delay training for lack of Top Secret clearance eligibility. Train classified portions when the controller receives clearance eligibility commensurate with the level of the material to be trained.

4.8.3. Personnel with no prior service and non-prior 1C3X1s must attend technical school (E3ABR1C331 005, Apprentice Command and Control Specialist Course).

4.8.3.1. Waivers to this requirement are submitted to the NAF. If approved, NAFs forward with endorsement to HQ AFRC 1C3X1 career field manager.

4.8.3.2. Submit full waiver justification according to AFI 36-2201, *Developing, Managing, and Conducting Training*.

4.9. Maintenance Coordination Function (MCF) Controller Training:

4.9.1. Command post training managers provide scheduling and oversight of MCF controller training.

4.9.1.1. The MCF ART administers duty position qualification training.

4.9.1.2. Train each AF Form 797 task at least annually. The MCF ART should work closely with the command post training manager to coordinate projected task coverage.

4.9.2. MCF controllers attend portions of formal training dealing with flight following, general comments, and topics related to duty position tasks. MCF controllers provide briefings during formal training on topics relating to MCF responsibilities.

4.9.3. MCF controllers participate in scenario training that applies to their duties.

4.9.3.1. The MCF ART provides technical input to the command post training manager for incorporation of MCF tasks and general knowledge questions in scenario training.

4.9.3.2. Command post training managers evaluate MCF controllers on checklist accomplishment and general knowledge of duties.

4.9.4. MCF controllers participate in general knowledge testing. These tests should relate to knowledge an MCF controller should be familiar with (i.e. Oplans, local procedures, checklists, etc.). Passing score is 90 percent, correctable to 100 percent.

4.9.5. The MCF ART administers training for debrief/dispatch section (DDS) to ensure DDS maintains the capability to perform MCF functions in the absence of an MCF controller.

4.10. Augmentee Training. The senior ART ensures training of command post augmentees.

4.10.1. The senior ART 1C3X1 interviews each augmentee before selection for command post duty.

4.10.2. Augmentees receive initial training tailored for certification in AFRC procedures and daily command post operations. Training includes OPREP-3 reporting, flight following, and procedures for receipt of readiness action messages (RAM).

4.10.3. Include augmentees in quarterly recurring training.

4.10.4. Document augmentee training and certification in the same manner as for 1C3X1 controllers.

4.11. Certification and Decertification:

4.11.1. AMC/ACC/AFSOC-Gained Controllers. Certify or decertify all ART 1C3X1s and Reserve controllers who are AMC-, ACC-, or AFSOC-gained according to the gaining command's instructions with the following modifications:

4.11.1.1. Certify the trainee in at least one area as soon as possible, not to exceed one year.

4.11.1.2. All controllers are certified in flight following, operational reports, and emergency actions. Upon certification in the first area, the trainee should be immediately entered into initial training for the second area. Certification in the subsequent areas should occur within 9 months of entry into training for that area.

4.11.1.2.1. If a controller is unable to complete training within prescribed time lines, the training manager, with the OIC or 1C3X1 senior ART, should evaluate the circumstances and determine a course of action. Upon determination that training should continue, a remark should be entered into the unit manning report explaining the circumstances requiring the extension. The training manager, with the OIC or 1C3X1 senior ART, reevaluates the situation within 90 days (three UTAs) of the extension. If an additional extension is required, the OIC or 1C3X1 senior ART must submit a waiver request through the NAF. NAFs attach their recommendation and forward request to the HQ AFRC 1C3X1 functional manager for approval/disapproval.

4.11.1.2.2. If a controller is unable to certify because of non-progression in training, follow procedures in AFI 36-2201.

4.11.1.3. Certify an ART 1C3X1 in one area within 90 days of assignment. Certification in all areas is required within 6 months of assignment. EXCEPTION: ARTs assigned to a SIOP-tasked unit must be certified in all areas within 12 months of assignment.

4.11.1.4. Command post management personnel (i.e. OIC, superintendent) must maintain certification.

4.11.1.5. Certification in areas designated by the gaining command implies certification in AFRC procedures as well.

4.11.2. Decertification. Decertification is accomplished by the certifying official. Decertification should be based on the recommendation of the OIC, superintendent, 1C3X1 senior ART, or higher headquarters inspection or assistance team members.

4.11.2.1. OICs, superintendents, and 1C3X1 senior ARTs monitor controller proficiency in certified tasks. Immediate action must be taken to correct deficiencies and identify controllers found unsuitable for command and control duty.

4.11.2.2. Controllers can be decertified for several reasons, including periods of absence in excess of 60 days or two consecutive UTAs, failure to maintain established certification standards, security clearance withdrawal, or failure to meet minimum score on two consecutive written exams or scenario exams.

4.11.2.3. All controller decertifications are documented. When controller decertification action is initiated, draw a red line through the appropriate certification record. On the reverse side of the certification record, enter a statement explaining the reason and date of decertification. Retain decertification documentation in Part I of the Certification and Training Binder until the individual is no longer assigned to the command post.

4.11.2.4. Controllers failing to maintain certification standards are retrained in the areas of weakness and recertified as appropriate. Retain documentation of recertification in Part I of the Certification and Training Binder until the individual is no longer assigned to the command post.

Chapter 5

COMMAND POST OPERATIONS

5.1. General. The command post provides the means for a commander to exercise command and control of assigned personnel and equipment. The AFRC command and control system provides a continuous flow of vital information through subordinate units, the HQ AFRC Command Center (HQ AFRC/ DOCC), the Vice Commander (AFRC/CV), and the Commander, USAFR (AF/RE) before mobilization. After receiving a mobilization order, the new chain of command is from the unit through channels as specified by the gaining command. Even after mobilization, units include HQ AFRC and applicable NAF/DOC or NAF/DOOC, as appropriate, as an information addressee on all messages or other correspondence.

5.2. Security:

5.2.1. Air Force Reserve Command command posts are restricted areas.

5.2.2. Ensure the physical security of the command post and safeguard classified information. Open or unattended storage of classified material in the command post is not authorized unless approved by the proper authority. Establish local procedures to eliminate any internal traffic, particularly in the console area, which could interfere with high intensity or contingency operations.

5.2.3. Controllers and any unescorted personnel wear restricted area badges (RAB) when in the command post.

5.2.4. Use a visitor's log (AF Form 1109) to record personnel escorted into the command post. Follow procedures outlined in AFI 31-101 for circulation of escorted personnel.

5.3. Emergency or Contingency Actions. Unit command posts must be capable of responding to any emergency or contingency. Each unit develops procedures to operate the facility on a 24-hour basis if required.

5.3.1. Readiness Action Message Procedures:

5.3.1.1. HQ AFRC uses the readiness action message (RAM) to keep subordinate commanders informed of the current readiness or contingency situation. Upon receipt of a RAM, commanders review the appropriate plans and identify or accomplish those actions which can be taken in planning and preparing for mobilization or contingencies.

5.3.1.2. The precedence of the RAM is FLASH or IMMEDIATE.

5.3.1.3. The RAM is classified according to content.

5.3.1.4. HQ AFRC/DOCC or CAT transmits the RAM to the NAF and unit command posts (or commanders, where no command post exists) for immediate delivery to the commander.

5.3.1.5. Actual RAMs are numbered sequentially by calendar year. Exercise RAMS are numbered separately by exercise.

5.3.1.6. RAMs may be addressed to all units or may be selectively addressed.

5.3.2. Acknowledgement Procedures:

5.3.2.1. Acknowledge receipt of any exercise or actual RAM by the fastest means available through the NAF. NAFs consolidate acknowledgements and pass to the AFRC Command Center. If the NAFs are not available, units acknowledge directly to the AFRC Command Center. GSUs acknowledge receipt to their wing command post. Use the following voice format: "This is the XXX command post acknowledging receipt of HQ AFRC/DOCC (Exercise) Readiness Action Message Number xxx (if used), DTG _____."

5.3.2.2. Notify the commander that you have received a message that requires immediate attention.

5.3.3. Accomplishment Reporting. If the RAM directs actions be taken, units report accomplishment by IMMEDIATE precedence record copy report (i.e. FAX, AUTODIN, etc.). Reference the RAM number and indicate the time (Zulu) all actions were accomplished, any exceptions or limiting factors, and other remarks the commander wishes to include. Classify the record copy according to content.

5.3.4. Exercise RAM Procedures. Train RAM procedures at least semiannually. Request exercise RAM messages from HQ AFRC/DOCC in advance of desired transmission date and indicate whether a certain training scenario is desired. HQ AFRC Command Center accommodates units based on duty controller's workload. In any event, when requesting exercises, units should allow for as much time as possible to avoid any delays.

5.4. Communications Tests. In order to ensure communication connectivity with units and identify and correct message distribution problems, the AFRC Command Center periodically conducts communication tests via primary record copy system.

5.4.1. Communication tests are addressed either selectively or to all units. The HQ AFRC Command Center uses the personnel distribution list (PDL) to select which units receive the test message.

5.4.2. Communication test messages are transmitted using priority or immediate precedence.

5.4.3. Acknowledge receipt of test messages as requested in the message. After approximately 3 days, units not responding are called and queried as to the reason for no response.

5.4.4. Use the communications test to track internal distribution and work out solutions for timely notification and delivery of messages.

5.4.5. Report problems encountered to HQ AFRC/DOCC either telephonically or by e-mail command.post@afrc.af.mil.

5.5. Unit Contact Information. HQ AFRC/DOCC must be able to reach commanders or their designated alternates within 30 minutes.

5.5.1. Each NAF, wing, and detached flying squadron commander provides a listing of key personnel (to include INFOCON contact) and a 24-hour point of contact (POC). Wing commanders provide this information to the NAF and the NAF forwards to HQ AFRC/DOCC.

5.5.2. Each unit, including detached flying squadrons, submits a contact information letter (CIL) listing key personnel and a 24-hour POC to the command post of the wing to which assigned (see attachment 2). Nonflying detached squadrons forward their CIL to their regional support group commander.

5.5.3. Tenant units also ensure the host command post maintains a current copy of their CIL.

5.5.4. Submit CILs on 1 July each year and update entire CIL immediately whenever changes occur.

5.6. Crisis Action Team/Battle Staff:

5.6.1. In the event of a contingency or emergency it is imperative that HQ AFRC establish immediate connectivity with each unit's crisis action team or battle staff.

5.6.2. Immediately after a unit activates its CAT/BS, submit an activation message to HQ AFRC/ DOCC. This activation message includes the position titles, phone numbers, FAX numbers, and e-mail addresses for all primary CAT/BS members. Include the reason for the CAT/BS activation. Classify this activation message according to content.

5.6.3. Exercise the CAT/BS at least annually.

5.7. Commanders' Availability:

5.7.1. Submit Commanders' Availability report in advance of the absence of NAF and wing commanders. For a unit commanded by a Reservist (non-ART), report the commander's absence only when he or she is away from home station while in duty status. If the commander is not in duty status, report location of the next senior ART in command.

5.7.2. NAFs develop procedures to ensure commanders' availability data is reported to HQ AFRC/ DOCC. Reports are due to HQ AFRC/DOCC each Monday not later than 1800Z or as changes occur. Commanders keep their command post informed as to planned absences and itineraries as soon as they are known

5.7.3. Commander availability tests are conducted periodically at the direction of HQ AFRC/DO.

5.8. Operating Instructions (OI):

5.8.1. Develop and maintain a current series of OIs, using the guidance in AFI 33-360, volume 1, *Publications Management Program*. Outline specific command post functions, operating procedures, and controller duties. However, where complete actions can be covered by a checklist or process guide/handbook, an OI is not necessary.

5.8.2. Review OIs annually for currency and annotate review.

5.8.3. See attachment 4 for a basic list of recommended OIs.

5.9. Quick Reaction Checklists (QRC):

5.9.1. A QRC contains actions necessary for initial response to a situation. QRCs outline actions to take in response to emergency, abnormal, and certain recurring circumstances, and to implement operations plans and orders. Distinguish between pre- and post-mobilization contacts and telephone numbers. Date QRCs, list references, and tab for easy reference and use. References should include those instructions, manuals, etc. that drive the actions to be taken so that QRCs can be updated when references are revised. Maintain and protect classified QRCs according to DOD 5200.1-R, *Information Security Program*, and AFI 31-401, *Information Security Program Management*, as supplemented.

5.9.2. If complete actions cannot be covered by a checklist, include references to OIs or instructions to provide further guidance.

5.9.3. If a checklist requires upchannel reporting, include detailed procedures for both pre- and post-mobilization reporting.

5.9.4. Review all QRCs annually for currency and annotate upon completion of review.

5.9.5. See attachments 4 and 6 for a basic list of recommended QRCs and/or Controller Basic Checklists (CBC).

5.9.6. Command Post Notifications. . Notification systems/procedures should be designed to limit the number of notifications required of controllers. An excessive number of notifications could result in a delay of follow on actions, HHQ reporting, and prevent immediate key personnel support.

5.10. Checklist/Controller Basic Checklists. Develop and maintain checklists for use by controllers performing shift duty to ensure all routine and recurring functions are performed.

5.10.1. Shift Changeover Checklist. The controller going off duty briefs the oncoming controller. Include such things as key personnel status, scheduled and enroute mission status, aircraft in maintenance, command post equipment status, significant events, and open checklist items.

5.10.2. Shift Checklist. Controllers performing shift duty should have a tool to ensure all duties are completed. Include all items of a recurring nature which occur during various shifts.

5.11. Events Log:

5.11.1. Maintain AFRC Form 124, **Events Log** whenever the facility is open. This log serves as an official record of events affecting the unit. Indicate time of opening and closing and controllers on duty. Make log entries as soon as possible after an event and include the time of occurrence. Enter all events in chronological sequence using Zulu time. These entries must be accurate and complete enough to fully explain/reconstruct the situation.

5.11.2. Log significant events and incidents, including the time of occurrence (in Zulu time), actions taken, notifications made, checklist actions required but not completed, and outcome of events.

5.11.3. Log all communications tests, emergency light/emergency power tests, and other tests that may be required by applicable instructions.

5.11.4. Include the initials of the controller entering the information.

5.11.5. Classify and protect the events log according to content.

5.11.6. Each day the senior ART/OIC reviews and annotates this review on the log.

5.11.7. Retain events logs according to AFMAN 37-139, *Records Disposition Schedule*, Table 10-10, Rule 5.

5.12. Controller Information File (CIF):

5.12.1. Maintain a current controller information file consisting of highlights of new procedures and revisions to publications, heads-up letters, and other items of interest.

5.12.2. Controllers review items added since their last duty and sign-off review of the CIF before assuming duty.

5.12.3. The 1C3X1 senior ART ensures timely insertion, review by all controllers, and removal of outdated items. Maintain the CIF according to AFMAN 37-139, Table 37-11, Rule 5.

5.13. Operational Reporting:

5.13.1. Each command post maintains an Operational Reports Guide that includes those reports required by JCS, USAF, AFRC, and the gaining commands. Pre-mobilization and post-mobilization reporting procedures may be kept in separate binders. The gaining command specifies reports required after mobilization. All other reports are as specified by this and other applicable AFRC publications.

5.13.2. Report significant incidents/events according to AFMAN 10-206, *Operational Reporting*, as supplemented. Many reportable subjects are clearly identified, while others require judgment. The unit command post is the central agency for immediate initial notification and reporting, through channels, to provide information to higher headquarters on significant events and incidents.

5.14. Unit Command Post Displays. Displays provide information necessary for the commander to monitor and manage assigned forces. If using computerized displays, be sure a non-computerized backup display method is readily available. Ensure all command posts displays meet the security requirements outlined in DOD 5200.1, *Information Security program.* As a minimum, units have:

5.14.1. Key Personnel Locator. Include key personnel duty phone, home phone, pager, or cellular phone number as applicable.

5.14.2. Flight Following. Include call sign, tail number, estimated time of departure (ETD)/estimated time of arrival (ETA), international civil aviation organization (ICAO) of itinerary, mission information (MI) data, etc.

5.14.3. Alternate and Emergency Airfields. Include runway dimensions, weight bearing capacity, runways (for compass directions, possible maximums on ground, services available, etc.).

5.14.4. Navigation Aids (NAVAIDS) Status. Include major equipment maintained by your base operations (i.e. TACAN, ILS, VORTAC, VASI, DME, etc.).

5.14.5. Distinguished Visitor (DV) Status. Include senior officers, politicians, inspection/staff assistance visit (SAV) team chiefs, etc. Include the ETA/ETD, location, reason for visit, and whom he or she is visiting.

5.14.6. Airfield Diagram.

5.14.7. Aircraft Status. Include all assigned tail numbers, maintenance status, parking locations, estimated time in commission (ETIC), etc.

5.15. Publications. Ensure the establishment and maintenance of a CP functional library. Senior ART minimizes the size of the library account to the extent possible. Units are encouraged to print frequently used publications for immediate availability due to power loss or system nonavailability (i.e., gaining command EA instructions and AFMAN 10-206). A recommended list of publications is at attachment 5. Establish a procedure to review new and revised publications to ensure any command post processes affected by changes are updated in a timely manner.

5.16. Self-Inspection. Establish a self-inspection program tailored to the unit mission. The main purpose of the self-inspection program is to identify and correct problem areas, correct discrepancies, and incorporate benchmarks or laudatory practices from other units.

5.16.1. Appoint a self-inspection manager in writing.

5.16.2. Maintain checklists that allow in-depth, comprehensive evaluation of the command post's functions and procedures.

5.16.3. Develop a means of noting and tracking correction of discrepancies and implementation of benchmarks. Review assessment and inspection reports from other units, and get the maximum use from crosstell and crossfeed information. Make sure crossfeed information is current and use it for self-inspection.   Also ensure discrepancies or problem areas identified at other units are not present in your command post.

5.16.4. Establish a procedure to ensure self-inspection is accomplished at least once each calendar year. Document both the self-inspection and any discrepancies, and track corrective actions until the problems have been fixed.

5.17. E-Mail. Each command post establishes a generic e-mail and forwards the address to HQ AFRC/ DOCC.

Chapter 6

STAFF ASSISTANCE VISIT PROGRAM

6.1. General. This chapter outlines the command and control staff assistance visit (SAV) program for AFRC units. HQ AFRC/DOCR and the NAF/DOC or NAF/DOOC are responsible for this program.

6.2. Purpose:

6.2.1. A SAV allows higher headquarters to validate an operation, see where the problems are, and help solve or offer suggestions for improvement; it should not be viewed or conducted as an inspection. Units should be open in discussing difficulties and keep in mind that the real purpose of the SAV is to help build a stronger operation.

6.2.2. The command and control SAV program provides an accurate assessment of the controller training program and identifies areas which require additional emphasis to ensure a high level of readiness.

6.2.3. A SAV also allows higher headquarters to identify unit programs and procedures that could be used as benchmarks for other units.

6.3. Applicability. The command and control SAV program applies to all Air Force Reserve Command organizations responsible for command and control operation.

6.4. Procedures. SAV personnel evaluate controller knowledge and performance as well as command and control operating procedures and documentation.

6.4.1. Major Functional Area Emphasis:

6.4.1.1. AFRC and Gaining Command Emergency Action Procedures and Console Operations. Emphasis is on EA checklists, alert recall procedures, controller knowledge, team coordination, and checklist discipline.

6.4.1.2. Command Post Daily Operation. Emphasis is on QRCs, OIs, team coordination, checklist discipline, and operational reporting. Shift changeover briefings are observed to ensure required items listed in chapter 5 are covered.

6.4.1.3. Training and Certification. Emphasis is on the effectiveness of the training program, compliance with written guidance, proficiency training, certification procedures, and documentation management.

6.4.1.4. Security. Emphasis is on the areas of information security, physical security, computer security, OPSEC/COMSEC awareness and procedures, and entry and circulation control.

6.4.1.5. Facility, Communications, and Resources. Emphasis is on general appearance, efficient use of the facility and resources available, small computer management, communications, use of equipment, displays, console layout, limitations which may hinder mission capability, and housekeeping practices (clean, orderly, and neat).

6.4.1.6. Management. Emphasis is on command and control programs, management policy and procedures, compliance with written directives, administrative procedures, personnel and resource

utilization, military courtesy and professionalism, Air Force dress and personal appearance standards, and overall command post effectiveness.

6.4.2. Availability of Personnel. When the SAV takes place during a UTA, the OIC or ART ensures controllers are available to SAV personnel.

6.4.3. Reports. The person performing the SAV prepares a written report of the problems and benchmarks noted and assistance or recommendations provided . Furnish a copy to the command post and a brief summary for the SAV team chief to provide to the unit commander.

6.4.3.1. Units use the SAV report as an in-house management tool to assist in further resolving difficulties.

6.4.3.2. If HQ AFRC/DOC personnel perform the SAV, they note favorable comments or benchmarks worthy of command-wide attention and include them in the periodic Command Post Updates. If a NAF performs the SAV, they forward such comments to HQ AFRC/DOCR for possible implementation or dissemination throughout the command.

6.5. Unit Outbrief. Upon completion of the SAV, the OIC and NCOIC receive an informal outbrief which notes all areas requiring increased emphasis. No formal reply is required to document corrective actions taken unless the unit desires further guidance or recommendations.

6.6. Scheduling Procedures and Frequency of SAVs:

6.6.1. HQ AFRC/DOCR:

6.6.1.1. Conducts SAVs when requested by a NAF or a unit (with NAF concurrence) or when determined necessary by analysis of reports.

6.6.1.2. Periodically conducts a joint SAV with each NAF to ensure the quality and effectiveness of the overall SAV program and to assist a unit having difficulty in maintaining standards due to shortages in personnel, high turnover, or other limiting factors.

6.6.2. NAF/DOC and NAF/DOOC:

6.6.2.1. Provide HQ AFRC/DOCR a schedule of subordinate unit SAVs.

6.6.2.2. Conducts SAVs to each subordinate unit. Use HQ AFRC/DOCR self-inspection checklists, as supplemented, during these SAVs.

6.6.2.3. Provides units with advance notification of planned visits, including the name, rank, social security number, and security clearance of persons performing the SAV, support requirements, and in-brief and out-brief requests.

6.6.2.4. Based on an inspection team's findings, HQ AFRC/DOCR, together with the appropriate NAF, may schedule and conduct a SAV within 90 days following the evaluation. HQ AFRC/ DOCR (in coordination with the NAF) may determine that circumstances dictate additional recovery time for the unit before the SAV.

6.6.3. Unit Command Posts:

6.6.3.1. Can request the NAF conduct a staff visit.

6.6.3.2. Are highly encouraged to complete an out of cycle self-inspection prior to a SAV.

Chapter 7

MAINTENANCE COORDINATION FUNCTION

7.1. Responsibilities. The Maintenance Coordination Function (MCF) and the command post comprise the objective wing command post. The primary function of the MCF is managing command and control (C2) for the logistics functions of the wing. The MCF serves as the primary focal point for coordination of maintenance activities. The MCF establishes priorities between external agencies for shared resources such as fuel, calibration docks, or wash racks. The exchange of information between maintenance squadrons and the MCF must be in sufficient detail to allow the MCF to comply with reporting requirements and to identify potential problem areas. Command and control exercised by the CAT/BS through the MCF facilitates and expedites maintenance production in the flying squadrons. Specific responsibilities include:

7.1.1. Monitors and coordinates with debrief dispatch section (DDS) the status and location of all assigned and transient weapon and aerospace systems and maintains visual displays showing the status and location of each aircraft on station, maintained or supported by the unit. Transient systems are normally monitored by the host command post.

7.1.2. Verifies aircraft status with the DDS before reporting it. Ensure the aircraft status is properly reported and maintained according to AFI 21-103, *Equipment Inventory Status, and Utilization Reporting*, and AFCSM 21-564, Vol 2*, Maintenance Information Systems (MIS)* or applicable MIS user documentation.

7.1.3. Collects information and reports the progress of aircraft functional flight checks (FCF). Quality Assurance, production superintendent, and operations coordinate all FCFs. The DDS and the expediter monitor the progress of all FCFs.

7.1.4. Informs affected activities of changes in priorities, plans, and schedules.

7.1.5. The MCF is included in the coordination phase of the AF Form 2407, **Weekly/Daily Flying Schedule**, and makes appropriate notifications.

7.1.6. Coordinates with all appropriate agencies prior to engine runs. Requests support services, as applicable, such as fire fighting activity standby, snow removal, civil engineer support, or control tower clearances for ground movement of aircraft and equipment.

7.1.7. Develops, maintains, and implements notification procedures for disaster response, and quick reaction checklist (QRC)/controller basic checklist (CBC) requirements.

7.1.8. Monitors the status of aerospace ground equipment (AGE) when the status falls below its critical level.

7.1.9. Monitors the status portion of the status and inventory subsystem.

7.1.10. Monitors aircraft estimated time in commission (ETIC). ETICs consist of a date and time or parts plus based on the estimated delivery date received from base supply.

7.1.11. Ensures aircraft status is accurate before reporting. AMC-gained units input aircraft status into GDSS/C2IPS.

7.1.12. Informs all required agencies, including the fire department, of munitions loaded aircraft.

7.1.13. Prepares aircraft condition projections for reporting through AFI 10-201, *Status of Resources and Training System*, AFRC Sup.

7.1.14. Notifies appropriate agencies of severe weather warnings.

7.1.15. Resolves support problems between external activities and dispatches appropriate agencies to provide requested support.

7.1.16. Ensures wing/unit safety office is notified of mishaps involving aircraft foreign object damage, other aircraft damage, or personnel injuries.

7.1.17. Collects data from electronic warfare systems section and reports the status of electronic countermeasures and sensor pods according to AFI 10-201, as supplemented.

7.1.18. Coordinates special taskings for contingency/war generations.

7.1.19. Reads and signs the controller information file (CIF) prior to assuming shift.

7.1.20. Is certified in flight-following procedures as outlined in chapter 4.

7.1.21. Receives recurring training as described in chapter 4.

7.1.22. Provides required training and checklists to the DDS so that the requirements of paragraph 7.2.3.3 are covered.

7.1.23. (AMC Gained Units only.) Coordinates with squadrons to support TACC/LOC-directed maintenance recovery team (MRT) support. The MCF is the single maintenance point of contact for MRT support and LOC recovery actions.

7.2. MCF Qualifications:

7.2.1. Personnel who work in the MCF must hold a 5 skill level in a maintenance AFSC as required in the UTC, be knowledgeable of the maintenance management system, and be qualified by experience and/or formal training on at least one of the weapon systems being maintained. Personnel may be assigned if they have 1 year experience on a unit weapon system and have completed all upgrade-training requirements.

7.2.2. The MCF assists with identifying training requirements and in developing and implementing proficiency training and certification programs for the MCF. The proficiency training program familiarizes MCF personnel with every aspect of MCF operations.

7.2.3. The MCF ART is required to recertify on CFETP core tasks every 24 months. How this is done is at the discretion of the unit (for example, during annual tour).

7.2.4. Where feasible, rotate Part B reservist MCF to the flightline. Suggested interval is every 18 to 24 months.

7.2.5. The DDS assumes all MCF duties/responsibilities when the MCF is not manned.

7.3. Facilities. Facilities and visual displays cannot be fully standardized due to variations in buildings, geography, mission, and organizational site. The MCF is fully integrated into the command post; in some instances location within the command post must be carefully considered such that line-of-sight between MCF personnel and classified documentation can be prevented.

7.3.1. The MCF has access to all appropriate hotlines, UHF/VHF radios, and all maintenance radio nets.

7.3.2. Ensure that MIS are available to personnel. MCF personnel require access to GDSS/C2IPS (as appropriate) terminals. Also, access to CAMS/GO81 is required.

7.4. Procedural Checklists. Procedural checklists are required. Use unit operational plans as a guide in developing these checklists (see attachment 6). The MCF maintains, controls, and standardizes checklists the same as procedural checklists according to TO 00-5-1. These checklists must be made available to the DDS in the event the DDS must pick up the MCF duties.

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Chapter 8

AFRC COMMAND AND CONTROL AWARDS PROGRAM

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8.1. Purpose. This chapter describes AFRC's annual C2 Awards Program. It prescribes nomination and awards criteria for the four available awards, as well as the procedures used to select and present awards.

8.2. Award Categories. AFRC sponsors four annual awards in the following areas: Reserve Command Post of the Year, Reserve Command Post Controller of the Year, Command Post Training Manager of the Year, and Maintenance Coordination Function Controller of the Year.

8.3. Eligibility Period. For all awards, the eligibility period begins 1 October and ends 30 September. The first annual awards cover the period of 1 October 1999 through 30 September 2000.

8.4. Award Candidate Eligibility. Each award recognizes superior contributions by teams or individuals. They are designed to provide recognition within the following parameters:

8.4.1. Command Post of the Year. This includes all permanently assigned Reserve command posts, organized and managed according to AFRCI 10-203, *United States Air Force Reserve (USAFR) Command and Control*.

8.4.2. Command Post Controller of the Year. This award applies to all controllers who are certified in their unit's command post operations. To be eligible for this award, individuals must have performed superior and noteworthy duty in their unit command post during the eligibility year.

8.4.3. Training Manager of the Year. This award applies to any command post controller who has the responsibility of designing and administering the command post training program. To be eligible for this award, the training manager's command post must have a superior initial and recurring training program.

8.4.4. Maintenance Coordination Function (MCF) Controller of the Year. This award applies to all certified MCF controllers assigned to an Air Force Reserve command post. To be eligible for the award, the individual must have performed superior and noteworthy duty in their unit command post during the eligibility year.

8.5. Responsibilities. HQ AFRC/CV is the official sponsor of the four C2 awards, and announces winners based on concurrence with the recommendations provided.

8.5.1. HQ AFRC/DOCR:

8.5.1.1. Establishes this awards program under the sponsorship of HQ AFRC/CV.

8.5.1.2. Convenes an award selection panel each year to determine winning candidates.

8.5.1.3. Forwards, with the concurrence of AFRC/DO, winning candidates/packages to AFRC/CV.

8.5.1.4. Arranges for timely presentation of awards by appropriate officials.

8.5.1.5. Arranges for production of award mementos for presentation to winners.

8.5.2. Unit Commander. Commanders monitor performance and submit packages to their appropriate NAF/DOC or NAF/DOOC.

8.5.3. NAF/DOC and NAF/DOOC. Each NAF nominates one package for each award and forwards that package to AFRC/DOCR.

8.6. Awards Program Administration. AFRC/DOCR is the command focal point for this awards program. All questions, comments, or ideas concerning this program may be directed here.

8.6.1. AFRC/DOCR alerts units in September of each year that the awards submission cycle is about to begin. AFRC/DOCR must receive award nominations by 15 January of the following year. This means units need to submit award packages to their NAFs before 1 December enabling the NAFs to select and forward their winners in time to meet the 15 January suspense. NAFs submit only one package for each category to AFRC/DOC.

8.6.2. Selection Panel. A selection panel consisting of three to five members reviews and scores unit award nomination packages. AFRC/DOC oversees the selection panel.

8.6.3. Conduct of Selection Panel. Under the direction of AFRC/DOC, the board considers packages one category at a time. For each category, each voting panel member reviews and scores the submissions. When all panel members have finalized scoring for each respective category, the results are computed and presented to AFRC/DOC. With the concurrence of AFRC/DOC, the recommended category winner is established.

8.6.4. Panel Results. When the panel and AFRC/DOC have established all recommended winners, the results are presented to AFRC/DO for evaluation. At AFRC/DO discretion, the results may be returned to the same or another panel for reconsideration. Once AFRC/DO has approved the board results, they are forwarded to AFRC/CV.

8.6.5. Awards are announced via a message signed by AFRC/DO followed by a letter of congratulations signed by AFRC/CV and sent to unit's CC with a courtesy copy to the NAF/CC.

8.6.6. Award Presentation Timing. Presentation of awards is in a timely manner to preserve the significance of the award. Timing is variable to accommodate AFRC/CV schedule. Consistent with the HQ AFRC/CV announcement, units present the awards in a manner befitting the high esteem associated with a command-level award. Proper setting takes priority over rapid timing.

8.7. Nomination Package Criteria and Format. Produce all nominations on the AF Form 1206, **Nomination for Award**, single spaced, 12 point bullet format. All packages must be in the format described below. Only submit accomplishments which have been received for the eligibility period covered. They must be accompanied by an endorsement letter to each successive level of review (i.e. Wing CC, NAF CC). To preserve the significance of the award, individual nominees must be of the highest caliber. Individual nominees should represent the Air Force Reserve Command in a positive manner. All nominees must meet the requirements outlined in AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel,* and AFPD 40-5, *Fitness and Weight Management*. Units must submit their nominations through their respective NAFs who select their winners and forward packages to HQ AFRC/DOCR to meet the 15 January suspense.

8.7.1. Command Post of the Year Award. Limit CP nominations to two pages. Use the following headings:

8.7.1.1. Command Post C2 Operations-Related Accomplishments.

8.7.1.2. Command Post Contributions to the Unit Mission.

8.7.1.3. Mission-Oriented Improvement.

8.7.1.4. Significant Involvement in Military or Community Life.

8.7.1.5. Awards and Other Recognition Given to the Command Post.

8.7.1.6. Other Accomplishments That Set This Command Post Apart.

8.7.2. Controller (both command post and MCF) of the Year Award. Limit these nominations to a single page. Use the following headings:

8.7.2.1. Job performance in Primary Duties.

8.7.2.2. Significant Self-Improvement.

8.7.2.3. Leadership Qualities (supervisory, interpersonal skills, initiative).

8.7.2.4. Positive Representative of the Air Force (social, cultural, community involvement).

8.7.2.5. Air Force or Civilian Awards Earned.

8.7.2.6. Other Accomplishments That Set the Individual Apart.

8.7.3. Command Post Training Manager of the Year. This award should focus on things the training manager has done to make their training program noteworthy. Limit these nominations to a single page. Use the following headings:

8.7.3.1. Accomplishments in the Training Program.

8.7.3.2. Awards or Recognition the Training Program has Earned.

8.7.3.3. Other Accomplishments That Set this Training Program Apart.

8.7.4. Unit Commander Recommendation Letters. For each nomination, the unit commander must include a recommendation letter. The letter should introduce the individual or command post package and give a brief justification statement focusing on the individual's or CP's impact on the unit.

Chapter 9

HQ AFRC COMMAND CENTER PROCEDURES

9.1. General. This chapter outlines the responsibilities of the HQ AFRC Command Center (hereon known as HQ AFRC/DOCC). It also defines the areas of responsibility and controller requirements and functions. The AFRC Command Center acts in behalf of HQ AFRC/DO and is available 24 hours to provide guidance and assistance to unit command posts. HQ AFRC/DOCC Chief and Superintendent monitor and ensure compliance with the procedures outlined in this chapter.

9.2. Applicability. The procedures outlined in this chapter do not apply to unit command posts. Although chapters 1-8 do not necessarily apply to AFRC/DOCC controllers, all certified controllers should be familiar with the contents. The contents of this Air Force Reserve Command instruction give certified controllers the knowledge and background of what they can expect of a unit command post.

9.3. Responsibilities:

9.3.1. HQ AFRC/DOCC Chief and Superintendent are responsible for:

9.3.1.1. Developing a training program to ensure all controllers are certified and maintain certification.

9.3.1.2. Establishing procedures to ensure an AFRC CAT can be formed quickly during contingency situations.

9.3.1.3. Developing procedures to ensure commander's availability according to paragraph 5.7.

9.3.1.4. Manning and scheduling to ensure around the clock coverage of the command center.

9.3.1.5. Establishing internal procedures to ensure maximum security of the command center.

9.3.1.6. Developing processes to protect classified information/material within the command center.

9.3.1.7. Ensuring procedures exist for issue, control, and destruction of COMSEC material used within the command center.

9.3.1.8. Ensuring all enlisted controllers assigned to the command center, whose primary duties include shift work, are authorized basic allowance for substance (BAS). Justification is according to DFAS-DEM 177-373 V2, *The Joint Military Pay System Unit Procedures Excluding FSO.*

9.3.2. HQ AFRC/DOCC certified controllers are responsible for the following:

9.3.2.1. Process and respond to all applicable emergency action (EA) messages, formats, and checklists.

9.3.2.2. Monitor all AFRC aircraft and AFRC missions worldwide.

9.3.2.3. Process and dispatch all required and appropriate reports as directed by HQ AFRC/DO, applicable guidance, and instructions.

9.3.2.4. Carry out guidance and direction as directed by the senior AFRC staff, Air Force Operations Center, the National Military Command Center, and the National Command Authority.

9.4. Controller Training Program. As a minimum, HQ AFRC/DOCC training program includes (use chapter 4 for direction):

9.4.1. A job performance requirements listing (JPRL), master training outline (MTO), instructor guide, and student training guide.

9.4.2. A quarterly formal training meeting. Controllers who miss the quarterly training meeting must make up the meeting within 5 days of return to duty.

9.4.3. An initial/refresher training outline using the JPRL and MTO.

9.4.4. Controller testing (as described in OI).

9.4.5. Controller scenario training.

9.4.6. Certification.

9.4.6.1. Certification as an EA controller indicates the controller has completed all required training and is qualified to perform, unsupervised, all console and console related duties including EA, operational reports, console communications systems, and global decision support system (GDSS).

9.4.6.2. HQ AFRC/DOC is the certifying official for all controllers.

9.4.7. Decertification. The Chief of the command center takes actions to decertify if a controller fails to maintain standards as determined by the certifying official or controller is absent in excess of 60 days. Minimum acceptable standards for maintaining certification are published in a local OI.

9.5. Command Center Operations. The AFRC command center provides for a continuous flow of vital information between subordinate units, NAFs, HQ AFRC staff, and Air Force Operations Center.

9.5.1. Security. Ensure procedures are established to safeguard classified material within the command center. Establish procedures to control internal traffic, particularly in the console area, which could interfere with high intensity or contingency operations.

9.5.1.1. All personnel within the command center must wear a restricted area badge or be properly escorted. Personnel must be positively identified and cleared before they can be allowed entry to the command center. Follow procedures outlined in AFI 31-101 concerning coordination and escort requirements.

9.5.1.2. Use visitor's log for escorting personnel within the command center. Maintain the log according to disposition rules outlined in AFMAN 37-139.

9.5.2. Readiness Action Message (RAM) Procedures. In conjunction with HQ AFRC/DOCR and this instruction, HQ AFRC/DOCC administers the RAM program.

9.5.2.1. RAM procedures are outlined in chapter 5.

9.5.2.2. Controllers transmit RAMs , as applicable, to NAFs and unit command posts (commanders, where no command post exists).

9.5.2.3. RAMs are numbered sequentially by calendar year. Exercise RAMs are numbered by exercise.

9.5.2.4. RAMs can be addressed to all units or they may be selectively addressed. The responsible NAF is always addressed on all RAMs.

9.5.2.5. The RAM training program is designed to keep AFRC/DOCC controllers, as well as unit command posts, familiar with RAM procedures.

9.5.2.6. In order to make full use of the RAM training program, messages should be transmitted at (or as near to) the unit requested times. Units notify HQ AFRC/DOCC duty controllers and request training at a specific time. Operational requirements may dictate an adjustment to the specified time.

9.5.2.7. HQ AFRC/DOCC and unit command posts report any discrepancies to HQ AFRC/DOCR for corrective actions. Examples of discrepancies are improper RAM format, improper unit acknowledgement procedures, unacceptable timing criteria, etc.

9.5.3. Communications Tests. Periodically, HQ AFRC/DOCC transmits communications tests messages to ensure connectivity with units and to identify any message distribution problems. HQ AFRC/DOCC reports any problems to HQ AFRC/DOCR for follow up actions.

9.5.4. Unit Contact Information. HQ AFRC/DOCC maintains a 24 hour point of contact for each unit to include detached flying squadrons. Ensure this listing is kept current and notify the appropriate NAF when corrections are needed.

9.5.5. Commander's Availability. Maintain a current listing of commanders availability. Notify the appropriate NAF when discrepancies are noted.

9.5.6. Operating Instructions (OI) and Quick Reaction Checklists (QRC). Maintain a current set of OIs and QRCs. These instructions and QRCs should systematically guide a certified controller through the many different actions/processes required.

9.5.7. Events Logs. Maintain a daily events log. Log all significant events and incidents. Use the following criteria concerning events logs:

9.5.7.1. Open an events log at the beginning and close at the end of each Zulu day.

9.5.7.2. Enter all times in chronological sequence using Zulu time.

9.5.7.3. As a minimum, enter into the log: personnel on duty; discrepancies concerning CP equipment; changes affecting readiness conditions; actions/activities covered by checklist and checklist completion; results of periodic communications tests; and any other items that may be of interest to on-coming personnel.

9.5.8. Operational Reporting. Maintain an operational reports guide which includes reports required by JCS, USAF, and AFRC. Certified controllers are knowledgeable of all operational reports according to AFMAN 10-206.

9.5.9. Self-Inspection Program. Establish procedures to ensure the function of the command center meets or exceeds the requirements of applicable directives. An on-going self-inspection program should cover the following areas:

9.5.9.1. Emergency Action/Contingency Operations.

9.5.9.2. Administration.

9.5.9.3. Security.

9.5.9.4. Controller Training.

9.5.9.5. Flight Following/Mission Monitoring/Daily Operations.

9.6. Forms Prescribed. AFRC Form 124.

JAMES E. SHERRARD III,   Maj Gen, USAF
Commander

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFPD 10-2, *Readiness*

AFI 10-207, *Command Posts*

Terms

AFRC Command Post (CP)—The agency through which commanders control their aircraft and aircrews and manage and direct ground support activities. The term "command post" is synonymous with the term "command and control facility".

Augmentee—An individual assigned to the unit operations staff who is trained in AFRC peacetime command and control procedures.

Battle Staff (BS)—A group of designated staff officers who provide the commander with a capability for obtaining expanded, coordinated, installation staff actions during periods of national or international tension, contingency operations, and exercises. Disaster preparedness and survival recovery management are subfunctions of the BS. The term "Battle Staff" is synonymous with the terms "Contingency Support Staff (CSS)" and "Crisis Action Team (CAT)".

Command and Control (C2)—The exercise of authority and direction by duly designated commanders and staff over assigned forces to complete their assigned mission.

Command and Control Information Processing System (C2IPS)—Unit/base level command and control information sharing system. Used for mission management by AMC.

Contact Information Letter (CIL)—A letter listing unit key personnel and contact information for duty and nonduty hours.

Contact Point—Any 24-hour facility capable of receiving AUTODIN or Class A telephone communications (base communications center, base operator, fire department, command post, etc.).

Contingency Support Staff (CSS)—Synonymous with BS or CAT.

Controller Basic Checklist (CBC)—Checklists used by controllers to ensure all routine and recurring functions are performed.

Crisis Action Team (CAT)—Synonymous with BS or CSS.

Daily Operations Staff—Air reserve technicians (ART) and, or designated augmentees or civilian staff tasked with the daily operation of the unit.

Digital Messaging System (DMS)—Digitally enhanced e-mail for transfer of messages.

Emergency Actions (EA)—Actions taken to comply with the United States Air Force Emergency Action Procedures (USAF-EAP), Emergency Action Procedures of the JCS (EAP-JCS), AFRC or gaining command Commander in Chief (CINC) directives.

Global Command and Control System (GCCS)—Classified computer system with connectivity to the secure internet.

Global Decision Support System (GDSS)—GDSS is a computer network used by the United States Transportation Command, the Air Mobility Command, the Air National Guard, and HQ AFRC for command and control at the higher echelons. GDSS directly interfaces with the AMC Command and Control Information Processing System (C2IPS) program at the unit and wing level.

Maintenance Coordination Function (MCF)—The primary function of the command post that serves as a focal point for monitoring and keeping the wing commander informed about logistics functions of the wing.

Mobilization—Expansion of the active force to include the calling up of Reserve units to extended active duty to satisfy any emergency, contingency, or war tasking. Authority for mobilization of Reserve forces is the President or Congress.

Operations Center (OC)—Another term for CP.

Posse Comitatus—The act which prohibits the use of military forces to enforce civilian law, but has certain exceptions for the incidental or dedicated purpose of assisting in the collection of information that may be relevant to a violation of any federal or state law.

Readiness Action Message (RAM)—A plain text message dispatched from HQ AFRC to unit command post and commanders. The RAM is used to direct emergency, contingency, or other actions based on current or forecast situations that could affect unit resources.

Attachment 2

UNIT CONTACT INFORMATION LETTER

MEMORANDUM FOR HQ AFRC/DOC   (Date)

FROM: Unit Name/FAC

      Unit Address

SUBJECT: Contact Information Letter (S/S Our Memorandum, date)

1. Commander's grade and name.

  Duty Phone   Home Phone   Home Address

  (Include area code)   (Include area code)

  base number, DSN,

  cellular, and pager)

2. Next senior officer or ART. Give position title and include same information required in 1 above.

3. Operations Group Commander or operations officer. Include same information required in 1 above.

4. Logistics Group Commander or logistics officer. Include same information required in 1 above.

5. INFOCON Point of Contact. This is the POC for any INFOCON actions that may be required for your installation. Provide same information as 1 above.

6. Telephone numbers for daily operations and emergency actions (secure and nonsecure DSN and commercial).

7. Normal duty hours expressed in Greenwich mean time (Zulu).

8. Name of contact point after duty hours and telephone numbers for that contact point.

9. CAT/BS contact numbers may be included (see paragraph 5.6.2).

cc: 4 AF/DOOC

   10 AF/DOC

   22 AF/DOOC

Attachment 3

RECOMMENDED BASIC LIST OF OPERATING INSTRUCTIONS

Controller training and certification.

Controller duties and responsibilities.

Operational reporting.

Equipment operation (emergency power, vehicle, GCCS, AWDS, GDSS, C2IPS, GO81, WCCS, e-mail, secure voice, radios, pager, fax, and any other electronic media).

Administrative security procedures and physical security procedures, including CP entry control.

COMSEC procedures.

Pyramid alerting (with and without communications available).

Alternate Command Post Procedures.

Controller Information File Procedures.

Top Secret Message Processing (when applicable).

Attachment 4

RECOMMENDED LIST OF QUICK REACTION CHECKLISTS

AFRC Readiness Action Message (RAM)

Aircraft Diversion

Aircraft Emergencies/Accidents

Aircraft Hijacking

Aircraft Impoundment (MCF)

Bomb Threat

Border Violations

Broken Arrow (MCF)

CAT/BS Activation/Deactivation

Combat Turnaround (MCF)

Civil Disturbances

Communications Failures/Viruses/INFOSEC/Phones

Conference Skyhook/Conference Hotel/X-Ray

DCG (Disaster Control Group)

Death/Injury Reporting

Distinguished Visitor (DV) Arrival/Departure

Dropped Object

Emergency Actions (gaining command).

EOD Assistance

Evacuation/Reconstitution of Command Post

FLASH Messages

Flightline Emergencies (MCF)

Fuel Jettison

Ground Incident/Accident

Hazardous Cargo Movement

Hazardous Material Spills

Helping Hand/Covered Wagon

Hostage Situation

Hurricane Evacuation or Reception

Hydrazine

INFOCON (Information Condition)

Inspector General (IG) Team Arrival/Departure/Inspection Result Update

Lost Tool/FOD (MCF)

Mass Loads (MCF)

Mobilization

Natural Disasters

Off DZ/Drop Malfunction

Open Skies Voice Formats

OPREP-3 PINNACLE/BEELINE/HOMELINE

Overdue/Missing Aircraft

Posse Comitatus

Power Failures

Pyramid Alert/Recall

Runway Closure

Safe Haven

SAR (Search and Rescue)

SCATANA (Security Control of Air Traffic and Navigation Aids)

THREATCON

UCC (Unit Control Center) Activation/Deactivation

Unauthorized Aircraft Movement

Unusual Event/Incident

Weather Warnings or Advisories

Attachment 5

RECOMMENDED BASIC COMMAND POST PUBLICATIONS LIST

AFI 10-201, *Status of Resources and Training System*

AFI 10-207, *Command Posts*

AFCSM 21-564, *Maintenance Management System (CAMS or applicable GO81 User Documentation)*

AFI 21-101, *Maintenance Management of Aircraft*

AFI 31-101, V1 *The Physical Security Program*

AFI 31-209, *The Air Force Resource Protection Program*

AFI 31-210, *The Air Force Antiterrorism/Force Protection (AT/FP) Program Standards*

AFI 31-401, *Information Security Program Management*

AFI 33-209, *Operational Instruction For The Secure Telephone Unit (STU-III) Type 1*

AFI 33-211, *Communication Security User Requirements*

AFI 33-212, Reporting COMSEC Deviations

AFI 36-2201, *Developing, Managing, And Conducting Training*

AFH 36-2235, Vol 10, *Information for Designers of Instructional Systems Application to Education*

AFMAN 10-206, *Operational Reporting*

AFMAN 10-709, Vol 1 CD, *US Message Text Formatting (FOUO)*

AFMAN 36-2234, *Instructional System Development*

AFMAN 37-139, *Records Disposition Schedule*

AFRCI 10-203, *United States Air Force Reserve Command and Control*

AFRCI 10-404, *Air Force Reserve Command (AFRC) Unit Notification and Assembly Procedures*

AFRCI 11-201, *Flight Operations*

AFRCI 21-101, Aircraft Maintenance Guidance and Procedures

AFI 21-103/AFRC Sup 1, *Equipment Inventory Status and Utilization Reporting*

AFSSI 5024, V1*, The Certification and Accreditation (C&A) Process*

AFSSI 5024, V2*, The Certifying Official's Handbook*

AFSSI 5024, V3*, The Designated Approving Authorities Guide*

CJCSI 6731.01, *Global Command and Control Systems Security Policy*

DOD 5200.1-R, *Information Security Program*

Recommended Basic Command Post Publications List (SIOP UNITS)

EAP-STRAT, Vol I, *USCINCSTRAT Emergency Action Procedures – General* (S)

EAP-STRAT, Vol II, *SIOP Instructions Tanker Extract* (TS)

EAP-STRAT, Vol IV, *Command Post Emergency Action Procedures* (S)

EAP-STRAT, Vol IV Annex A, *Command Post Emergency Action Formats and Checklists* (S)

EAP-STRAT, Vol V, *Aircrew Emergency Action Procedures* (S)

EAP-STRAT, Vol VI Extract, *Aircrew Emergency Action Formats and Checklists (Tanker/SCACS/Recon* (S)

EAP-STRAT, Vol VII, *Strategic Communications and NEREP Procedures* (S)

EAP-STRAT, Vol XI, *USINCSTRAT LERTCON System* (S)

Strategic Directive (SD) 501-14, *Strategic Force Accounting Module (SFAM) Reporting Procedures* (S)

Strategic Directive (SD) 701-1, *USSTRATCOM Command, Control, Communications, Computers, and Intelligence (C4I) Systems Reporting* (U)

Attachment 6

RECOMMENDED CBC OR ADDITIONAL QRC LIST

Command post opening/closing

COMSEC Weekly/Monthly

End of Month Procedures

Shift Change/Brief

Daily Operations

STU-III/Secure Fax Operations

Combination Changes (doors/safes)

Briefing Preparation

Secure Equipment Usage

Zulu Day Changeover

Attachment 7

CONTROLLER CERTIFICATION RECORD SAMPLE

Name: (Last, First, M/I)   Grade: SSAN:

Controller Certificate The above named controller, having completed all required training has been interviewed by me and found to be fully qualified to perform unsupervised duties in the certification areas indicated.

JOHN J. JONES, COL, USAFR,   DATE:

1 RW/CC

Certification Areas:**EMERGENCY ACTIONS / FLIGHT FOLLOWING / OPERA-TIONAL REPORTS / SIOP**(Cross off certification areas that do not apply)

JOHN J. JONES, COL, USAFR,   DATE:

1 RW/CC

Certification Areas:**EMERGENCY ACTIONS / FLIGHT FOLLOWING / OPERA-TIONAL REPORTS / SIOP**(Cross off certification areas that do not apply)

JOHN J. JONES, COL, USAFR,   DATE:

1 RW/CC

Certification Areas:**EMERGENCY ACTIONS / FLIGHT FOLLOWING / OPERA-TIONAL REPORTS / SIOP**(Cross off certification areas that do not apply)

JOHN J. JONES, COL, USAFR,   DATE:

1 RW/CC

Attachment 8

RECORD OF FORMAL TRAINING SAMPLE

8 February 1999

MEMORANDUM FOR ALL CONTROLLERS

FROM: 1st RESERVE WG/CPT

SUBJ: RECORD OF FORMAL TRAINING FOR THE MONTH OF FEBRUARY 1999

FORMAL TRAINING WAS HELD SUNDAY 7 FEB 99. CONTROLLERS ABSENT FROM TRAINING WILL REVIEW THE MINUTES, THE AUDIO/VIDEO TAPE, AND COMPLETE ALL REQUIRED TESTING WITHIN 5 DUTY DAYS OR PRIOR TO COMPLETION OF THE NEXT UTA, WHICHEVER IS SOONER. COMPLETION OF REQUIRED TRAINING WILL BE INDICATED BY CONTROLLER INITIALS IN THE APPROPRIATE SPACE BELOW. THE FOLLOWING TOPICS WERE BRIEFED.

TSGT EICHER - SD501-14 FMIS REPORTING THIS BRIEFING WAS CLAS- 0:25
SIFIED SECRET.

MSGT GREEN - MTL/JPRL TASKXXX ACCOMPLISH CP/AMCC ACTIVI- 0:20
TIES. CONTROLLERS WERE BRIEFED ON THE 507TH CP USAGE OF
CHANGEOVER CHECKLIST, END OF MONTH CHECKLIST, SAFE PROCE-
DURES, ENTRY PROCEDURES, KEY PERSONNEL LOCATOR AND
RECALL.

SSGT UPHOFF - BRIEFED MTL/JPRL TASK XXX; EXPLAINED HOW TO 0:15
PERATE THE THERMONSTAT AND CIRCUIT BREAKERS. CONTROL-
LERS WERE ALSO INSTRUCTED ON BACKUP POWER PROD\CEDURES.

SRA KERR - BRIEFED MTL/JPRL TASK XXX OPSEC. CONTROLLERS 0:25
WERE BRIEFED ON THE IMPORTANCE OF SITUATIONAL AWARENESS,
PHONE, FAX AND RADIO USAGES.

MSGT GREEN - THE COMSEC DRY-RUN WAS REVIEWED. CONTROL- 0:30
LERS WERE INSTRUCTED ON THE ANNUAL AND SEMI-ANNUAL COM-
SEC TRAINING REQUIREMENTS. CONTROLLERS WERE BRIEFED ON
THE CRO AND COMSEC USER RESPONSIBILITES. ALL CONTROLLERS
COMPLETED A 20 QUESTION COMSEC GENERAL KNOWLEDGE TEST.

ALL EA CONTROLLERS COMPLETED THE MONTHLY EA TRAINING
SCENARIO. CONTROLLERS WERE ALSO ADMINISTERED A 25 QUES-
TION CLOSED BOOK TEST FROM EAP STRAT VOL IV, AND A 20 QUES-
TION OPEN BOOK GKT TEST FROM THE UNCLASSIFIED SELF-STUDY
DOCUMENTS.

TOTAL: 1:55

CONTROLLER	REASON FOR ABSENSE	DATE	INITIALS

Attachment 9

SELF STUDY TRAINING LETTER SAMPLE

1 February 1999

MEMORANDUM FOR ALL CONTROLLERS

FROM: 1st RESERVE WG/CPT

SUBJ: SELF STUDY TRAINING LETTER FOR FEBRUARY 1999.

1. The following are tasks projected for training during the month of February 1999. All controllers reference the task list (ACC-gained = MTL/AMC-gained = JPRL) and initial training lesson guide (ACC-gained = MLG/AMC-gained = POI). All controllers review the supporting guidance referenced for each task.

MTL/JPRL Tasks: XXX, XXX, XXX, XXX, XXX, XXX

2. The formal training meeting will be conducted on 7 FEB at 1400 in the CAT/Battle Staff area. All controllers should be prepared to take a closed book Emergency Actions test at the conclusion of the meeting. The following individual are responsible to prepare and provide briefings.

SMSgt Jones	New AFRCI 10-203
TSgt Black	MTL/JPRL Tasks XXX – XXX
TSgt Black	COMSEC User Responsibilities
SrA Blunt	MTL/JPRL Tasks XXX – XXX
TSgt Black	January most missed test questions

Briefers check the recurring briefing binder in the training office for briefings on assigned topics. All briefers should validate and update the prepositioned briefings to ensure complete and accurate information is provided.

3. Quarterly Scenario Training will be conducted on 6 Feb. The following is the scenario training schedule.

Attachment 10

RECORD OF CONTROLLER TESTING SAMPLE

Month: February 1999

**Note: All tests are critiqued to 100%.

CONTROLLER NAME	EA	GKT	SCENARIO	COM-SEC	HHQ
Lt Col Eich	96/100	100	SAT	N/A	98/100
SMSgt Jones	98/100	98/100	SAT	N/A	100
MSgt Green	100	96/100	SAT	N/A	96/100
TSgt Black	96/100	94/100	SAT	N/A	100
SSgt Brown	100	100	SAT		98/100
SSgt Ember (EA Tng)	92/100	90/100	*UNSAT*	N/A	*88*/100
SrA Blunt	100	100	SAT	N/A	100
SrA Kerr	*84*/100 **Retest - 90**	*88*/100 **Retest – 92**	*UNSAT*	N/A	*76*/100